

## THE INFLUENCE OF PERFORMANCE EVALUATION SATISFACTION, SALARY SATISFACTION, AND SUPERVISOR SUPPORT ON EMPLOYEE TURNOVER INTENTION: THE MEDIATING ROLE OF WORK ENGAGEMENT

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### ABSTRACT

*This study investigates the impact of performance appraisal satisfaction, salary satisfaction, and supervisor support on employee turnover intention, with job attachment acting as a mediating variable. Turnover intention refers to the likelihood of employees leaving their current job, which can significantly affect organizational productivity and incur high costs. The research focuses on employees in the food processing industry in Sukoharjo Regency. Using a quantitative survey and cross-sectional method, data were collected from 300 employees through questionnaires and analyzed using Smart PLS 3.2.9 software. The results indicate that performance appraisal satisfaction, salary satisfaction, and supervisor support positively affect job attachment, which in turn negatively influences turnover intention. Job attachment mediates the relationship between performance appraisal satisfaction, salary satisfaction, and supervisor support on turnover intention. These findings contribute to the literature on human resource management and provide practical insights for organizations to enhance employee retention by fostering job attachment through fair performance appraisals, adequate salary, and strong supervisor support.*

**KEYWORDS** Turnover Intention, Performance Appraisal Satisfaction, Salary Satisfaction, Supervisor Support, Job Attachment



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**How to cite:**

**E-ISSN:**

**Published by:**

Wisnu Saputra Wagiu et al. (2024). The Influence of Performance Evaluation Satisfaction, Salary Satisfaction, and Supervisor Support on Employee Turnover Intention: The Mediating Role of Work Engagement. *Journal Eduvest*. 4 (7): 5904-5921

2775-3727

<https://greenpublisher.id/>

## INTRODUCTION

Everyone undergoes various work activities as part of their efforts to maintain survival (Belete, 2018). However, the time spent at work varies for various reasons (Belete, 2018). Employees who feel uncomfortable with the organization tend to change or leave their jobs. Turnover intention is defined as the likelihood of employees to leave their current job (Kumar & Jauhari, 2016). Previous studies state that turnover intention is a crucial issue in human resource management that can affect organizational productivity (Kumar & Jauhari, 2016).

Turnover also forces organizations to incur significant costs related to recruitment, selection, employee induction processes, and training that hinder organizational growth (Jha, 2009). Frequent employee turnover causes waste, decreases work motivation, increases workload, and complicates work planning (Belete, 2018). Turnover intention arises due to emotional exhaustion of employees while performing their roles (Podsakoff et al., 2007), which hinders self-development and improved employee performance (Podsakoff et al., 2007). Turnover intention is also influenced by both internal and external organizational conditions (Nyberg, 2010). High performance that is not rewarded triggers employees to move to other organizations.

The development of an increasingly complex industry requires organizations to continue to make improvements and develop regulations to survive and be competitive. One effort is to identify and understand organizational performance management systems, such as performance appraisals (Gozukara et al., 2017). Performance appraisal is a method used by organizations to assess and provide feedback on employee performance (Van Dijk & Schodl, 2015). The goal is to maintain and improve employee performance for organizational success (Mani, 2002). It is important for organizations to ensure performance appraisals provide a perception of fairness, which increases positive employee behavior (Gruman & Saks, 2011).

Satisfaction with performance appraisal measures employees' reactions to the appraisal system in place and the extent to which it adds value to the organization (Ismail & Gali, 2017). This satisfaction increases intrinsic motivation and positive employee behavior (Mohamed Aly & El-Shanawany, 2016). Employees who are satisfied with the appraisal system will build an environment of trust that creates positive feelings towards the organization (Singh & Loncar, 2018).

Organizations need to understand the work challenges that employees face. An increasingly complex industry increases burnout and emotional exhaustion in employees (Ceschi et al., 2016), which triggers turnover intentions especially if employees do not feel facilitated with proper resource support (Abdulateef et al., 2014). Job resources, including salary, are important factors for increasing employee engagement (Bakker et al., 2010). Salary satisfaction, which is a positive or negative feeling towards the salary received, increases employee motivation and engagement (Anitha, 2014).

Supervisor support is an occupational resource that helps employees cope with everyday problems (Garg & Dhar, 2017). This support makes employees more attached to the organization (Kottke & Sharafinski, 1988) and encourages positive contributions reflected in good performance (Cropanzano et al., 2017). Employee satisfaction with human resource practices also increases job attachment (Singh & Loncar, 2018), where employees feel the performance appraisal system is fair and transparent (Mani, 2002).

A transparent and fair performance management system and job resources such as compensation and supervisor support make employees have a positive perception of the organization. This increases employee work attachment, which is shown by high enthusiasm and dedication at work, and reduces the intention to move from the organization.

Based on the description above, this research deserves to be studied more deeply with the development of models from Memon et al. (2019), Memon et al. (2020), and Pattnaik et al. (2020). This research will be outlined in a research plan entitled "The Effect Of Performance Appraisal Satisfaction, Salary Satisfaction, And Supervisor Support On Employee Mission: The Mediating Role Of Employment Attachment (Study on Food Processing Companies in Sukoharjo Regency)".

Based on the description above, this study formulates several main problems. First, does performance appraisal satisfaction have a positive influence on job attachment? Second, does job attachment have a negative influence on turnover intention? Third, does job attachment mediate the effect of performance appraisal satisfaction on turnover intention? Fourth, does salary satisfaction have a positive effect on job attachment? Fifth, does job attachment mediate the effect of salary satisfaction on turnover intention? Sixth, does supervisor support negatively affect turnover intention? Seventh, does supervisor support have a positive effect on job attachment? Finally, does job attachment mediate the effect of supervisor support on turnover intention?

Based on the formulation of the problem, this study aims to test several things. First, to examine the effect of performance appraisal satisfaction on job attachment. Second, examining the effect of job attachment on turnover intention. Third, testing the mediating role of job attachment on the effect of performance appraisal satisfaction on turnover intention. Fourth, testing the effect of salary satisfaction on job attachment. Fifth, testing the mediating role of job attachment on the effect of salary satisfaction on turnover intention. Sixth, testing the negative effect of supervisor support on turnover intention. Seventh, testing the positive effect of supervisor support on job attachment. Finally, testing the mediating role of job attachment on the effect of supervisor support on turnover intention.

The results of this study are expected to provide new contributions to the literature related to performance appraisal satisfaction, salary satisfaction, supervisor support, job attachment, and employee turnover intention, especially in the food processing manufacturing industry.

For organizations, the results of this study are expected to be used as a consideration or reference for leaders of the food processing manufacturing industry to implement a good performance management system and provide work resources through supervisor support to reduce employee switching intentions.

### **Hypothesis Development**

#### ***The Effect of Performance Appraisal Satisfaction on Job Attachment***

Previous research also states that the perceptions that employees have on the organization's performance appraisal system are able to provide high satisfaction for employees which in turn makes them more attached. (Gupta & Kumar, 2012). Therefore, based on the theoretical and empirical evidence described above, this study proposes:

H1. Performance Appraisal Satisfaction has a positive effect on Job Attachment.

#### ***The Effect of Job Attachment on Turnover Intention***

Employees who have high job attachment not only voluntarily provide physical resources to the job but are also cognitively connected and have a high emotional attachment to their work. (Memon et al., 2021). In turn, job attachment makes employees have no gaps to have a negative opinion on the organization or think about leaving the organization. (Juhdi et al., 2013).. Based on some of the following empirical evidence. This research proposes:

H2. Job Attachment has a negative effect on Turnover Intention.

#### ***Job Attachment as a Mediator of the Effect of Performance Appraisal Satisfaction on Turnover Intention***

In accordance with Social Exchange Theory, satisfied employees will feel indebted to the organization, then will give their best performance and be more attached to the organization, which in turn reduces the intention to move employees to other organizations. (Saks, 2006). Memon et al (2021) also states that job attachment mediates the effect of Performance Appraisal Satisfaction on employee Turnover Intention. Based on some empirical evidence above. This research proposes:

H3. Job Attachment mediates the effect of Performance Appraisal Satisfaction on Turnover Intention.

#### ***Effect of Salary Satisfaction on Job Attachment***

Research on salary satisfaction and its impact on increasing work engagement has yielded inconsistent results. Previous studies have shown that financial rewards in the form of salary are not the main thing that makes employees more attached to the organization (Kulikowski & Sedlak, 2020). (Kulikowski & Sedlak, 2020).. Furthermore, it is argued that the presence of non-financial resources such as supervisor support and coworker support appear to be stronger predictors than salary. (Kulikowski & Sedlak, 2020).. In line with the above statement, research conducted by Memon et

al (2020) shows that employee satisfaction with the salary received does not affect the level of work attachment. However, contrary to previous studies Juhdi et al (2013) which states that salary satisfaction has a positive impact on increasing employee work engagement. The inconsistency of empirical research makes this research propose:  
H4. Salary Satisfaction has a positive effect on Job Attachment.

***Job Attachment as a Mediator of the Effect of Salary Satisfaction on Turnover Intention***

One indicator of employee satisfaction with human resource management practices is employee satisfaction with the salary received from the organization. Previous studies suggest that job attachment may be able to mediate the influence of job resources and employee performance outcomes. (Karatepe, 2011). Job resources in the form of salary can trigger job attachment which ultimately makes employees show performance results and positive perceptions of the organization which in turn reduces the intention to move to another organization. (Garg & Dhar, 2017). Based on the inconsistent results of previous research, this study proposes:  
H5. Job Attachment mediates the effect of Salary Satisfaction on Turnover Intention.

***The Effect of Supervisor Support on Job Attachment***

Previous studies display that supervisor support is an important factor that fosters more harmonious and high quality working relationships which in turn increases employees' sense of attachment to their work. (Saks, 2006). This result is in line with the research of Saks (2006) which showed similar results. Based on the theoretical and empirical evidence described above. This study proposes:  
H6. Supervisor Support has a positive effect on Job Attachment.

***The Effect of Supervisor Support on Turnover Intention***

Supervisor support is one of the important job resources to improve employee performance outcomes. Judging from Social Exchange Theory, when the organization through the supervisor is present to provide support to employees in dealing with daily problems, employees will feel that their contribution is valued. (Burke et al., 1992). This is consistent with previous research which shows that supervisor support can make employees more loyal and discourage them from moving to other organizations. (Pattnaik & Panda, 2020). Based on the theoretical and empirical evidence described above. This research proposes:  
H7. Supervisor support has a negative effect on switching intentions.

***Job Attachment as a Mediator of the Effect of Supervisor Support on Turnover Intention***

Previous studies explain that supervisor support increases employee job attachment which in turn reduces turnover intention from the organization Based on these theoretical and empirical descriptions. This research proposes:  
H8. Job Attachment mediates the effect of Supervisor Support on Turnover Intention.

## RESEARCH METHOD

This research is a quantitative survey study using a cross-sectional method to test hypotheses in one time span, with a focus on employees of the food processing industry in Sukoharjo. The main objective is to analyze the effect of performance appraisal satisfaction, salary satisfaction, and supervisor support on employee turnover intention, mediated by job attachment. The study population included 300 employees from two companies in Sukoharjo. Census sampling technique was used due to the limited number of employees. Primary data were obtained through questionnaires, while secondary data came from scientific articles. The variables were measured using a Likert scale with a questionnaire that had been tested for validity and reliability. Data analysis was conducted using Smart PLS 3.2.9 software, which includes validity, reliability, model, hypothesis, and mediation effect tests. The validity test includes convergent and discriminant validity, while the reliability test uses Cronbach Alpha and Composite Reliability. The model test applies the Structural Equation Model to measure Goodness of Fit, and the hypothesis test determines the significance of the hypothesis by paying attention to the t-statistics and p-values. The mediating effect is analyzed through indirect effects with the bootstrap method.

## RESULT AND DISCUSSION

### Research Results

#### *Validity and Reliability Test*

In his book entitled *Multivariate Analysis 8th ed.*, Hair et al (2019) explain that the Reliability Test is a series of measures precisely representing the study concept - the extent to which the measures are free from systematic errors or non-random errors. Validity is concerned with how well the concept is defined by the measure. In the same book, that the Reliability Test shows the extent to which a variable or series of variables is consistent with what is being measured. If multiple measurements are taken, reliable variables will all be consistent in their values. This is different from validity because it does not relate to what should be measured, but rather to how to measure it. In interpreting factors, decisions must be made regarding factor loadings that need to be considered and taken into account. Since factor loadings are correlations between variables and factors, squared loadings are the sum of the total variance of the variables accounted for by the factors. Loadings that exceed 0.70 are considered to indicate a well-defined structure and are the goal of any factor analysis.

Researchers should be aware that very high loadings (0.90 and above) are not common and that the practical significance of such loadings is an important criterion. This guidance applies when the sample size is 100 or larger and where the emphasis is on practical, rather than statistical, significance.

**Validity Test**

The validity test of indicators in PLS modeling can be done using convergent validity and measurement models with reflexive indicators which can be seen from the correlation between the score of the item / indicator and its construct (loading factor) which can be seen from the outer loading output. Based on the outer loading output, it can be seen that the loading factor results show that all indicators meet convergent validity, this finding is evidenced by the absence of indicator items that have a loading factor value <0.7. Based on the cross-loading output, it can be seen that the correlation of each indicator with its construct is higher than with other constructs. This shows that the latent construct predicts the indicators in its own block better than the indicators in other blocks. The model has sufficient discriminant validity value if the AVE root value ( $\sqrt{AVE}$ ) for each construct is higher than the latent variable correlation. The AVE and latent variable correlation output from the PLS Algorithm is as follows:

Table 4.3 AVE and latent variable correlation output

|                         | AVE   | $\sqrt{AVE}$ |
|-------------------------|-------|--------------|
| Supervisor Support      | 0.678 | 0.823        |
| Salary Satisfaction     | 0.599 | 0.774        |
| Assessment Satisfaction | 0.615 | 0.784        |
| Job Attachment          | 0.628 | 0.792        |
| Moving Intention        | 0.757 | 0.870        |

Based on the comparison in the table above, it can be seen that the root value of AVE ( $\sqrt{AVE}$ ) each construct is higher than AVE, so it can be concluded that all constructs in the estimated model meet the *discriminant validity* criteria.

**Full Discriminant Test**

Table 4.4 Full Discriminant Test

|                         | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | AVE   |
|-------------------------|------------------|-------------------------------|-------------------------------|-------|
| Supervisor Support      | 0.842            | 0.854                         | 0.894                         | 0.678 |
| Salary Satisfaction     | 0.958            | 0.959                         | 0.962                         | 0.599 |
| Assessment Satisfaction | 0.910            | 0.913                         | 0.927                         | 0.615 |
| Job Attachment          | 0.926            | 0.928                         | 0.938                         | 0.628 |
| Moving Intention        | 0.920            | 0.921                         | 0.940                         | 0.757 |

**Fornell Larcker Criterion**

Another method that can be used to assess discriminant validity is based on the *Fornel Larcker criterion* and the value of indicator *loading* and *cross loading*. The *Fornel-Larcker criterion* calculation process is carried out by comparing the AVE root



of each construct to the correlation between other constructs in the research hypothesis model (Ghozali, 2008).

**Table 4.5 Fornel-Larcker criterion**

|                         | Supervisor Support | Salary Satisfaction | Assessment Satisfaction | Job Attachment | Moving Intention |
|-------------------------|--------------------|---------------------|-------------------------|----------------|------------------|
| Supervisor Support      | 0.823              |                     |                         |                |                  |
| Salary Satisfaction     | 0.743              | 0.774               |                         |                |                  |
| Assessment Satisfaction | 0.671              | 0.717               | 0.784                   |                |                  |
| Job Attachment          | 0.727              | 0.775               | 0.766                   | 0.793          |                  |
| Moving Intention        | -0.510             | -0.466              | -0.500                  | -0.556         | 0.870            |

Based on the calculation results, it can be seen that the model meets the discriminant validity criteria, this finding is evidenced by the *Fornel-Larcker criterion* value in the top row is greater than the value in the row below.

#### HTMT Test

The last validity test is by looking at the *Heterotrait-Monotrait Ratio* (HTMT) value. The required HTMT ratio must be smaller than 1 so that it can be said to fulfill the discriminant validity assessment (Hair et al. 2010).

**Table 4.6. HTMT Test**

|                         | Supervisor Support | Salary Satisfaction | Assessment Satisfaction | Job Attachment | Moving Intention |
|-------------------------|--------------------|---------------------|-------------------------|----------------|------------------|
| Supervisor Support      |                    |                     |                         |                |                  |
| Salary Satisfaction     | 0.827              |                     |                         |                |                  |
| Assessment Satisfaction | 0.756              | 0.764               |                         |                |                  |
| Job Attachment          | 0.819              | 0.822               | 0.832                   |                |                  |
| Moving Intention        | 0.568              | 0.493               | 0.542                   | 0.596          |                  |

None of the Heterotrait-Monotrait Ratio values in the table above are above 1 so it can be said that the research model formed from the four variables above is valid (Hair et al. 2010).

#### Reliability Test

The construct reliability test can be measured by two criteria, namely the composite reliability and Cronbach's alpha of the indicator block that measures the construct. Constructs are said to be reliable if the composite reliability and Cronbach's alpha values are above 0.70. the output of composite reliability and Cronbach's alpha can be presented in the following table:



Table 4.7 Reliability Test

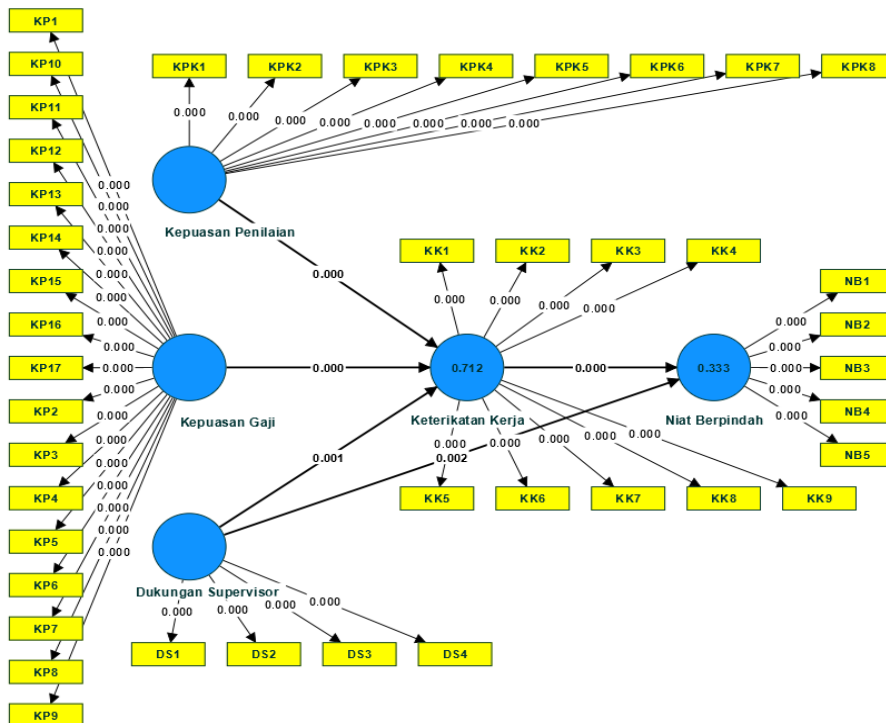
|                         | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | AVE   |
|-------------------------|------------------|-------------------------------|-------------------------------|-------|
| Supervisor Support      | 0.842            | 0.854                         | 0.894                         | 0.678 |
| Salary Satisfaction     | 0.958            | 0.959                         | 0.962                         | 0.599 |
| Assessment Satisfaction | 0.910            | 0.913                         | 0.927                         | 0.615 |
| Job Attachment          | 0.926            | 0.928                         | 0.938                         | 0.628 |
| Moving Intention        | 0.920            | 0.921                         | 0.940                         | 0.757 |

Based on the output of composite reliability and Cronbach's alpha above, it shows that the value of each construct is above 0.70. so it can be concluded that each construct in the estimated model has good reliability.

### Hypothesis Testing Results and models

Hypothesis testing will obtain a relationship between the research variables. The test results are presented as follows

#### a. Innermodel Test



#### Inner Model Test Results

Hypothesis testing between constructs, namely exogenous constructs on endogenous constructs ( $\gamma$ ) and endogenous constructs ( $\beta$ ) is carried out using the *bootstrap resampling* method.

**b. Direct Effect Test**

**Table 4.8 Direct Effect Test Results**

|   | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Supervisor Support -> Job Attachment      | 0.225               | 0.222           | 0.066                      | 3.421                    | 0.001    |
| Supervisor Support -> Switching Intention | -0.226              | -0.226          | 0.073                      | 3.081                    | 0.002    |
| Salary Satisfaction -> Job Attachment     | 0.342               | 0.343           | 0.067                      | 5.108                    | 0.000    |
| Appraisal Satisfaction -> Job Attachment  | 0.370               | 0.372           | 0.074                      | 4.990                    | 0.000    |
| Job Attachment -> Turnover Intention      | -0.391              | -0.391          | 0.067                      | 5.800                    | 0.000    |

Supervisor Support has a significant and positive influence on Job Attachment, this finding is evidenced by the p value coefficient = 0.001 < 0.05 and the original sample coefficient = 0.225.

**c. Indirect Effect Test**

**Table 4.9. Indirect Effect Test Results**

|  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Supervisor Support -> Job Attachment -> Turnover Intention     | -0.088              | -0.087          | 0.030                      | 2.898                    | 0.004    |
| Appraisal Satisfaction -> Job Attachment -> Turnover Intention | -0.145              | -0.146          | 0.039                      | 3.673                    | 0.000    |
| Salary Satisfaction -> Job Attachment -> Turnover Intention    | -0.134              | -0.134          | 0.035                      | 3.823                    | 0.000    |

Supervisor Support has a negative and significant influence on Turnover Intention through Job Attachment, this finding is evidenced by the original sample coefficient of -0.088 and p value = 0.004 < 0.05.

**d. Coefficient of determination**

**Table 4.10 Coefficient of Determination**

|                  | R-square | Adjusted R-square |
|------------------|----------|-------------------|
| Job Attachment   | 0.712    | 0.709             |
| Moving Intention | 0.333    | 0.328             |

independent variables have an influence of 71.2% on work engagement, this finding is evidenced by the r square coefficient of 0.712.

**Research Discussion**

From the results of the analysis obtained, the following relationship between the variables will be presented

***Supervisor Support on Job Attachment***

The results of the analysis show that supervisor support on work attachment is significant. Workers with high work attachment are expected to have high levels of energy, mental resilience, and persistence even in difficult situations, and are highly involved and fully concentrated on their work. In organizational functions, Supervisors as supervisors, direction givers, leaders play a role in the performance of organizational employees. Supervisor support, defined as supportive responses from supervisors, including offering assistance and valuing employees' contributions and well-being, contributes to work engagement.

N.P. Adi et al. (2024) explained in their research that consultation with Supervisors, as a tangible practice that demonstrates supervisor support, has a positive relationship with work engagement over a one-year period. This relationship weakened when adjusted for perceived supervisor support, but a significant correlation was maintained. Adjustment for perceived supervisor support is important to distinguish actual supervisor support through consultation from other support that may be more indirect, such as through policy and regulation making.

This approach differs from other studies which mostly use perceived support to measure supervisor support. The results also suggest that supervisor consultation may influence work engagement through different pathways. This means that both supervisor consultation and perceived supervisor support may be necessary to sustain work engagement.

***Supervisor Support and Turnover Intention***

The intention to move experienced by employees is based on several internal and external factors. Internal factors include an uncomfortable work environment and the

relationship between superiors and subordinates. While external factors refer to personal situations experienced by employees. To improve employee retention, organizations can start by improving the provision of tangible support offered to their employees which can include the provision of childcare, recreational facilities, and flexible working arrangements. However, the provision of such support should be tailored to the needs of individual employees as this has been shown to improve employee retention (Rhoades et al., 2001; Maertz et al., 2007). The provision of support should be carefully targeted to ensure organizational resources are not wasted and employee commitment is maximized.

Newman et al. (2012) explained that increasing supervisor support is a relatively cheap and practical step compared to other more expensive alternatives such as increasing employee compensation, training and career development. Multinational companies should encourage their supervisors to be more active in promoting themselves as a key source of support in the organization, which in turn will lead to increased POS and reduce direct exit intentions. For example, supervisors can be encouraged to hold regular meetings with their subordinates to ask what forms of practical support the organization can provide to help individuals perform better in their jobs.

However, increasing supervisor support can in some cases be detrimental to the organization if it results in a strong attachment between the employee and the supervisor, as opposed to the organization. In this situation, employee turnover may increase when highly supportive supervisors leave the organization (Maertz et al., 2003). Therefore, multinational companies should consider what can be done to reward and retain supportive supervisors, and be able to promote the organization as a supportive organization.

### ***Salary Satisfaction and Job Attachment***

The wages provided by the company must be adjusted to the qualifications and performance of employees. Employee engagement reflects individual involvement and satisfaction, as well as enthusiasm for work.

Employees who have a high level of attachment will have a high emotional attachment to the organization, so that it will be influential in completing work and tend to have work quality that satisfies employees (Robianto et al., 2020). According to Ampofo (2020) explains that when employees feel that the organization has provided resources to increase their level of involvement in the organization, they tend to reciprocate by showing positive attitudinal outcomes, such as job satisfaction and work attachment. Given the amount of accrued work resources (Zhang et al., 2019), highly engaged employees are unlikely to exhibit negative attitudes such as work disengagement and job dissatisfaction, as they may perceive these attitudes as a negative influence on the organization attitude as morally wrong after the assistance offered by the company. (Ampofo, 2020).

Compensation in the form of salary is the reward that employees get for doing work as a form of responsibility with a pre-agreed amount. Salaries, incentive wages,

commissions and bonuses are forms of direct compensation (Fauziah, 2016). Salary serves as a driver of job satisfaction for industrial employees (Kumar and Varma, 2017). Satisfaction with salary will make employees have the desire to stay but insufficient salary will have an impact on the desire to change jobs.

#### ***Appraisal Satisfaction and Job Attachment***

Performance Appraisal satisfaction is one of the most important measures of an organization's performance management system to achieve employee and organizational outcomes (Ismail and Gali, 2016). In particular, employee satisfaction with the Performance Appraisal system is critical to achieving various behavioral and attitudinal outcomes such as employee intrinsic motivation (Aly and El-Shanawany, 2016), creative attitude and career development (Ismail and Rishani, 2018), commitment and loyalty (Salau et al., 2014), and low turnover intention (Ahmad et al., 2010). On the other hand, employee dissatisfaction with performance evaluations results in negative behaviors and perceptions, leading to the failure of organizational performance evaluation systems and negative work outcomes (Ismail and Gali, 2016). Thus, employee satisfaction with performance evaluations is essential to get optimal results from talented energy sources.

#### ***Job Attachment and Turnover Intention***

As organizations deal with an increasingly competitive environment and the new paradigm of trade wars added on top of it, they want to derive maximum benefits from their most valuable asset, human resources; that is, they want to hire high-performing employees. Therefore, educational institutions

Educational institutions strive to create a dynamic work environment, where employees can demonstrate high performance for the business and organization and make employees loyal to work and the institution. In this context, employee performance has always been a research topic for researchers working in the field of organizational psychology and organizational behavior. For this reason, many studies have been conducted to investigate the relationship between different employee attitudes and performance (Ritchie and Newby, 1989; Milani, 1975; Damavandi and Kashani, 2010).

No employee wants to start a job with the intention of leaving. With some negative developments, people who specifically experience gaps in the psychological contract (Argyris, 1960; Rousseau, 1989) and people whose expectations have not been met (Rousseau, 1995; cited by Çankır, 2010) may start thinking about disengaging from the organization over time. The intention to leave can be defined as making a decision or intending to leave the organization or organizational climate (Tett and Meyer, 1993). In another definition, intention to leave means the exit of the employee from the organization and the organization and the organizational environment and the employee only fulfills his/her job role at the minimum required level (Seçer, 2009).

According to Fredrickson (2001), the personal resources of employees who receive positive feedback or rewards tend to develop further positive emotions, and

these positive emotions encourage individuals to push themselves to try new things. At the same time, due to the norms of reciprocity theory, employees who receive positive feedback will do their best in return (Gouldner, 1960; as cited in Çankır, 2016). Conversely, if the organization does not value employees adequately and does not provide positive feedback and positive resources to employees, then it cannot be expected that employees have positive thoughts about the place where they work. Work. If, after a certain time, the organization cannot respond to the expectations of its employees and is indifferent to their development, employees may consider leaving the job and the organization. Although this theory is a general theory, there may be variations according to organizational conditions and individual characteristics.

## CONCLUSION

From the research that has been done, that all variables show a positive relationship, between the variables of Supervisor Support, Job Attachment, Salary Satisfaction, Appraisal Satisfaction, and Turnover Intention have an effect on each other. When referring to existing research and supporting the measurement results of this study, that these variables are common in an organization or company.

A company is formed by an organizational culture, each culture of each organization is different. However, in practice between companies have something in common, namely maintaining their human resources. These human resources are the driving force for the company to be able to run its business and business. This is where the Supervisor's role is to encourage work ethic, supervise work behavior, and incentivize their hard work for the organization. Their performance is directly proportional to appraisal satisfaction, and salary satisfaction. If they perform exceptionally, it will have a positive impact on appraisal satisfaction, supervisor support, and job attachment. However, it is inversely proportional to turnover intention and salary satisfaction, where employees will not gain anything positive if they do not perform well.

The research conducted focuses on the industrial and manufacturing sectors. In developing further research, it can be carried out in other industries, such as the banking industry, mining industry, and other industries. This is done to obtain more accurate research results.

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